



2008 ANNUAL REPORT

WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

Building
on our
Commitment
to Community

MISSION

We serve people, promote self-reliance, and provide safety by delivering quality services and developing community partnerships.

VISION

We envision Washington County as a community where people are responsible, self-reliant, economically secure, and safe from abuse and neglect.

VALUES

In all of our interactions with employees, clients and stakeholders, we will be guided by the following values:

Human Dignity

Respect

Compassion

Teamwork (Collaboration)

Communication

Quality of Services

Integrity

GOALS

To create a work environment that fosters growth, teamwork, open communication, respect and in which all employees are recognized for their value as the organization's greatest asset.

To promote community partnerships through effective communication, cooperation and collaboration.

To continuously improve the quality of service.

To promote public awareness of the agency's mission and services.

To treat all customers/clients with respect and to communicate the services offered by the agency and its community partners.



Contents

Message from the Director	2
Family Investment Division	4
Adult, Child and Family Services Division	12
Child Support Division	23
Administration Division	26
Washington County Department of Social Services (WCDSS)	
Total Funds Expended, Collected, and Disbursed	29
Continuous Quality Improvement (CQI)	30
WCDSS Balanced Scorecard	32
WCDSS Economic Impact	34

APPENDICES

Washington County Commissioners	36
WCDSS Board Members	36
Washington County Legislative Delegation	37
WCDSS Administrative Staff	38
WCDSS Staff Roster	39



Message

FROM THE

DIRECTOR

THE PAST YEAR HAS BEEN MARKED BY **CONTINUED**
PROGRESS IN OUR COMMITMENT TO COMMUNITY.

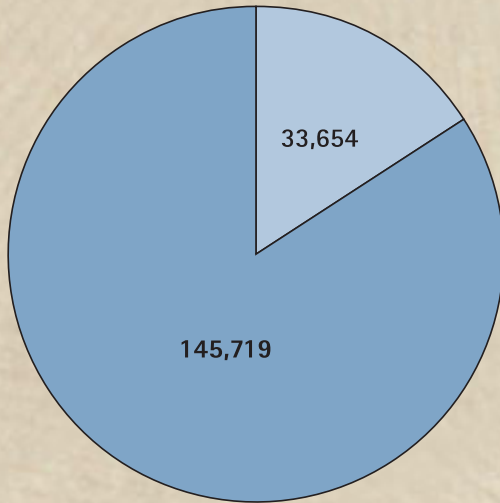
It is with great pleasure that I present the 2008 annual report. The past year has been marked by continued progress in our commitment to community. This commitment goes beyond providing county residents with quality services that enable a safe, healthy, basic standard of living. It means working as a team with community partners toward common goals, and developing creative and responsive services, which allow county residents to be safe and reach their full potential. We embrace strategic planning and continuous quality improvement as the primary means to reach our goals.

Fiscal Year 2008 has been one of our most exciting in recent history. We are proud to have received reaccreditation from the National Council on

Accreditation, independent certification that we meet the highest standards for human service delivery. Our success continued with the placement of 207 Temporary Cash Assistance (TCA) customers in unsubsidized employment. We set another local child support collection record of \$14.8 million, and actually reduced our foster care caseload 23 percent (356 to 273)! This outcome reverses nearly ten years of steady caseload growth. Much of this success can be attributed to implementation of Secretary Brenda Donald's *Place Matters* program, which seeks to ensure "every child has a place to call home". A key strategy of this initiative is Family Involvement Meetings which assure childrens' safety with increased in-home placements. Our child welfare success also included adoption of 36 children and the

Community

COUNTY RESIDENTS SERVED BY WCDSS *Fiscal Year 2008*



- Total County Residents
- Individuals Served By All Programs



graduation of 19 pregnant or parenting high school students from our Family Center. Our clients and community partners were thrilled when Secretary Donald restored our *Dads' Connection* which had been so popular and effective.

Our Adult Service staff completed risk assessments for 308 vulnerable adults and helped more than 600 remain safe and independent in community settings.

National economic problems were reflected in our TCA caseload which rose 13 percent, and in the exhaustion of our Emergency Assistance Funds in May. Our Food Stamp caseload rose 8 percent from FY'07. Thirty-three thousand six hundred fifty-four county residents (unduplicated count), or 23 percent of the county population received at least one service from our agency in FY'08.

The Department's successful performance in FY'08 is a direct result of the tireless efforts of Melissa A. Cline, *Assistant Director for Adult,*

Child, and Family Services; Rosalind A. Martin, *Assistant Director for Family Investment*; L. Bruce Massey, *Assistant Director for Administration*; Barbara J. Moyer, *Assistant Director for Child Support Enforcement*; Martha K. West, *Executive Assistant*; and the Department's supervisors, lead workers and staff.

With the support of our community partners, the Department of Human Resources, state and local elected officials and the Board of Social Services, we will continue to build on our vision of a Washington County where all people are responsible, self-reliant, economically secure and safe from abuse and neglect.

David A. Engle, *Director*
Washington County Department of Social Services

FAMILY INVESTMENT

FISCAL YEAR 2008 ACCOMPLISHMENTS



- Placed 207 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 200 employers at an average wage of \$8.80 per hour.
- Continued two Job Opportunity Bus Shuttles (JOBS) to assist low-income households with transportation to and from work and childcare facilities. An average of 24 riders were served each month, with an average of 825 trips per month.
- Accepted over 18,936 applications from county residents with poverty-related needs and approved 13,067 applications for various assistance programs, including TCA.
- Granted an average of 17,435 households per month some form of financial or medical assistance.
- Hosted an average of 17 former TCA customers at our after-hours, off-site, *Work-It-Out* workshop for newly employed TCA customers.
- Served 243 TCA customers through our in-house *JOBReady* Center.
- Diverted 81 percent of TCA applicants from the need for cash assistance through job placements, emergency assistance, welfare avoidance grants and referrals to community partners.
- Continued the Non-Custodial Parent Employment Program (NPEP). This program prepares non-custodial parents for employment through the job readiness program of the *JOBReady* Center to help them meet their child support obligations. One hundred eighty-five non-custodial parents were served in the *JOBReady* Center with 30 gaining employment for a 16 percent success rate at an average wage of \$9.22 per hour.
- After more than two years of planning and collaborative efforts among the Washington County Department of Social Services (WCDSS), Washington County Community Partnership, Washington County Public Transportation Department County Commuter, Hopewell Road employers and various human service agencies, the "Hopewell Express" transportation program began on September 4, 2007. This program gives Washington County residents transportation opportunities to get to work in the Hopewell Road area by offering round-trip rides between downtown Hagerstown and the Hopewell Road area.
- A collaborative effort between the Family Investment Administration and the Western Maryland Consortium provided a Summer Jobs for Youth Program which provides structured work experience for six weeks during the summer months to youth ages 14–21 who are members of needy families in Washington County. Twenty youth enrolled in the program with an average hourly wage of \$6.55 for an average of 35 hours weekly.
- Services Access and Information Link (SAIL) was implemented in FY'08. Web based, SAIL was developed as a strategy to increase FI customers to apply for benefits. In FY'08, 443 applications and 4 interim changes were received electronically.

Commitment

WELFARE REFORM IN WASHINGTON COUNTY

In FY'08, TCA cases increased 15 percent with 344 open cases. Since 1995, there has been more than an 80 percent reduction in the TCA customers served and over 1,000 cases have been closed. Many exiting the system found employment. This success was due to an average county unemployment rate of 4.6 percent and the hard work of motivated customers, case managers and community partners.

JOBReady Center

Specialized case managers in the in-house employment readiness center assess needy families with children applying for TCA for immediate and long-term needs. Barriers to successful employment are examined, skills and experience evaluated and individual plans of action are developed to assist customers overcome challenges. In addition, diversion programs such as job readiness funds, Welfare Avoidance Grants (WAGS) and Emergency Assistance (EAFC) are offered as alternatives to cash assistance. Applicants not able to find immediate employment must attend job readiness classes where a job coach helps them focus on job search techniques. The job coach maintains an important link with area employers and often matches applicants with prospective employers. Support services offered to TCA customers include job readiness funds to purchase work-related items, bus vouchers, taxi rides and other individualized services. Bus vouchers are available for TCA customers who have access to the County Commuter in order to pursue work and travel to and from employment and childcare. An average of 270 bus vouchers are dispersed each month.

The JOBReady Center processed 1,687 TCA applications in FY'08. While most were diverted, 207 out of 300 applicants found employment

either through the benefit of a diversion program or on their own. When TCA customers find employment, retention services are offered for one full year to assist the family move toward financial growth and security. Food Stamps remain at the same rate as previous to employment for five months to ease the transition from welfare and to supplement food budgets. Day care vouchers are available to supplement payments to childcare providers.





COMMUNITY PARTNERS

Family Investment staff diligently pursue work and training programs for TCA customers in partnership with the following community organizations:

Department of Labor, Licensing and Regulation (DLLR)—Provides job placement services to current and former TCA customers. Places a representative in the agency's reception room twice weekly to offer job referrals and link customers with their services. Registered 217 current and former TCA customers during FY'08.

Department of Rehabilitative Services (DORS)—Administers a work adjustment and assessment program for TCA customers with disabilities. Served 70 TCA customers during FY'08.

Family Center—Expectant parents and families with children under the age of four are referred to the agency's Family Center for job readiness and other skills training. Also, the *Dad's Connection* program was implemented to offer opportunities geared toward employment services and family preservation.

Community Action Council (CAC)—Helps to provide TCA customers with additional services, including rental assistance and emergency funds.

Hagerstown Housing Authority—Assists TCA customers living in public housing through their Family Self-Sufficiency program and other subsidized housing programs.

CASA, Inc. (Citizens Assisting and Sheltering the Abused)—Provides counseling and other related services to TCA customers identifying domestic violence as a barrier to employment. Served 238 TCA customers during FY'08.

County Commuter—Operates our JOBS Shuttle, *Hopewell Express* and provides discounted bus vouchers to assist TCA customers without transportation to search for jobs and get to and from work.

Washington County Health Department—

Two on-site Health Department substance abuse specialists screened 565 TCA applicants and recipients for substance abuse and provide opportunities to participate in Health Department treatment/recovery programs.

Western Maryland Consortium—Provides training and work experience opportunities to TCA applicants and recipients through the *Workforce Investment Act*.

Washington County Housing Authority—Works with WCDSS to station county employees in the agency to ensure that TCA customers achieve employment success. The agency's highly successful diversion achievements are directly related to this cooperative effort.

Head Start of Washington County—Provides pre-school education programs to our TCA families with children.

Alliance for Parent, Provider and Local Employer Solutions (APPLES for Children, Inc.)—Provides TCA customers with individualized referrals to local child care providers. In FY'08, 276 children were served.

Washington County Community Partnership (WCCP) for Children and Families—An integral partner in planning, development and implementation of the *Hopewell Express*.

Horizon Goodwill Industries, Inc. (HGI)—

A community expert in workforce development is our newest partner in our efforts to find and maintain employment for our disabled and hard to place Temporary Cash Assistance (TCA) customers. HGI provides in-depth vocational assessment and evaluation along with individualized work experience and job training activities for the goal of job placement opportunities for our customers.

Community partners meet quarterly with WCDSS representatives to discuss customer needs and

solutions for self-sufficiency. The enthusiasm and hard work of this group has proven to be extremely successful in helping TCA customers find and keep jobs. Collaborative efforts of human services, community organizations and businesses are imperative for the continued success of welfare reform in Washington County. The agency is proud to partner with this comprehensive team of professionals and welcomes the new partnerships that continue to evolve.

RETENTION SERVICES

Efforts to enhance employment are continued for up to one year by providing the opportunity for employed TCA customers to meet regularly with their peers and case managers. Many obstacles are identified and remedied before employment is jeopardized.

- **Work-It-Out Program**—Monthly workshops are held at Otterbein United Methodist Church for employed TCA customers to discuss issues surrounding employment and family. Topics range from childcare to budgeting. On-site childcare and refreshments are provided. In FY'08, 204 TCA customers were served.

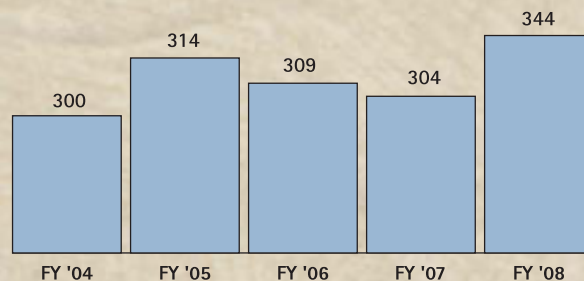
- **Work Central Hotline**—Former TCA customers are contacted weekly by a hotline representative to discuss problems that could interfere with being employed. The representative makes referrals and connects customers with community resources that can help to maintain employment. In FY'08, 1,382 contacts were made to TCA customers.

FAMILY INVESTMENT (FI) PROGRAMS

FI administers the state and federally funded programs described below. Eligibility for each program varies and is determined by financial and technical requirements. Technical factors include criteria such as age, household composition, employment status and shelter costs. Each applicant is required to provide the needed information and verification before eligibility can be determined.

Temporary Cash Assistance (TCA)—(Replaced the *Aid to Families with Dependent Children (AFDC)* program in state law.) Temporarily provides for children in need and their caretaker relatives. Those who are employable are included on the grant and must find employment. Most adult participants can only receive benefits for five years. The average family of three unable to support themselves in FY'08 received a \$565 grant each month.

TEMPORARY CASH ASSISTANCE CASELOAD
AVERAGE PAID CASES PER MONTH
FY 2004 thru 2008





Work Opportunities Program—Maryland’s welfare-to-work program. Helps TCA customers move from welfare dependency to self-sufficiency through employment. The program focuses on all non-exempt customers with children. Customers are assessed and a personal work plan is developed for each adult customer to identify needs and establish a course of action to obtain employment and self-sufficiency. Customers receive short-term vocational classes to prepare for job placement.

Welfare Avoidance Grant (WAG)—Cash assistance to avoid the need for TCA and/or other benefits. Payment is made on behalf of a family with children for immediate and limited work-related needs. This is not an entitlement program. Funding is limited and can only be used for needs directly related to obtaining or maintaining employment such as vehicle repairs and job-related equipment. Persons who receive a WAG cannot receive TCA benefits for a specified time period. In FY’08, one household received a WAG.

Public Assistance to Adults (PAA)—

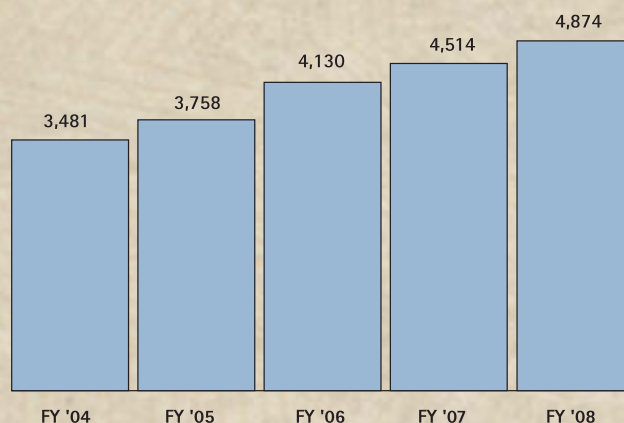
Provides help for adults in need of protective and supportive living arrangements in order to reside in the community. PAA provides a monthly payment of state funds to aged, blind or disabled individuals who have been certified for assisted living, a care home or a Department of Health and Mental Hygiene (DHMH) rehabilitative residence and have allowable needs in excess of their total income. An average of 94 customers received PAA each month in FY’08.

Food Stamp Program—Supplements a household’s food budget by providing benefits to Washington County residents with income too low to provide their families with basic nutrition. Monthly allotments are used to purchase food items only. Unemployed or underemployed, able-bodied adults without children can only receive food stamps for three months in a three year period unless actively participating in a work experience that is expected to lead to employment. A monthly average of 4,874 households received food stamps in FY’08. The Food Stamp program inputs \$1,037,704 each month to food stores in Washington County.



**FOOD STAMP CASELOAD
AVERAGE PAID CASES PER MONTH**

FY 2004 thru 2008



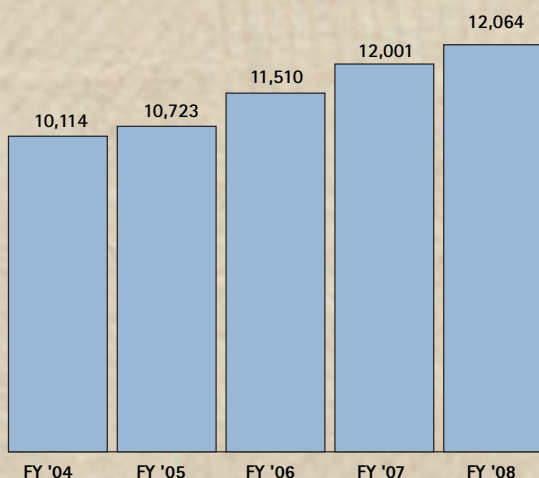
Medical Assistance (Medicaid)—Addresses immediate and long-term health care needs by providing a broad range of health care services to the community. In Maryland, the Department of Human Resources staff determines clients' Medicaid eligibility, and the Department of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages. Groups automatically eligible for coverage include SSI recipients and certain TCA, PAA and institutionalized individuals. Low-income single adults and childless couples, between the ages of 21 and 64, remain the most vulnerable because no government-subsidized health insurance exists for this group. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. Recent initiatives have expanded the Maryland Children's Health Program (MCHP) that provides medical coverage to individuals under the age of 19 and pregnant women with family income below 200 percent of the federal

poverty level. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. An initiative, the waiver for older adults, offering assistance to individuals in certain assisted living situations continued in FY'08. Special



**MEDICAL ASSISTANCE CASELOAD
AVERAGE PAID CASES PER MONTH**

FY 2004 thru 2008



outreach programs have been implemented to encourage eligible individuals to participate in the Qualified Medicare Beneficiary (QMB) and Special Low-income Medicare Beneficiaries (SLMB) programs. These programs help Medicare recipients with premiums, co-payments and deductibles. Over 151 million dollars was spent in Washington County by the Medical Assistance program during FY'08. A monthly average of 12,064 households received medical assistance in FY'08.



Electronic Benefit Transfer System (EBTS)—Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an *Independence Card* encoded with information on a magnetic strip. In FY'08, 3,085 EBTS cards were issued.

Temporary Disability Assistance Program (TDAP)—A state-funded entitlement program for needy, disabled adults without children who are ineligible for other forms of public assistance. A temporary benefit of \$185 per month is paid to eligible individuals until their condi-

tion improves or they become eligible for long-term federal disability benefits. Limited medical and supportive services are also provided. A recipient whose disability is based on substance abuse is required to have a representative payee. A monthly average of 166 households received TDAP in FY'08.

Purchase of Care (POC)—An income-based subsidy program to assist eligible low-income families with the payment of childcare expenses. Families are assessed a co-payment based on factors such as income, type of care and age of child. A major eligibility factor requires that any adult in the household participate in an approved activity such as employment, training or education. Participation in the POC program continues to increase due to the success of welfare reform. Many TCA customers have found employment and have used childcare vouchers to assist with the cost of childcare. Additional funding has enabled more of the “working poor” to receive help with child care expenses.

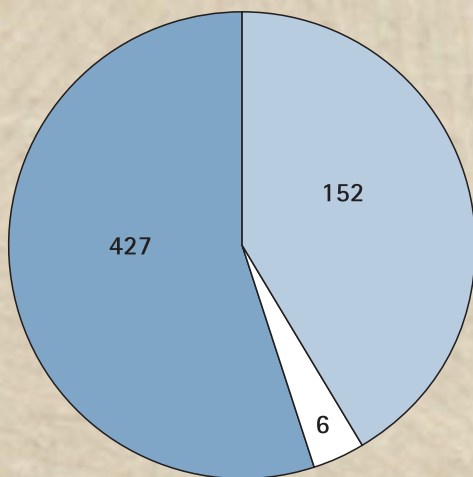
Emergency Assistance to Families with Children (EAFc)—Provides cash assistance payments to help families with children resolve a specific emergency such as an eviction, foreclosure or utility cut-off. Burial assistance payments are limited to recipients of public assistance, SSI, foster care children or certain medical assistance recipients in nursing homes. Local policy defines eligible types of emergencies and determines the amount available for assistance. Funding is limited. The maximum allowable amount per household per year is \$400. The maximum amount paid for burial assistance is \$650. EAFc grants assisted 585 Washington County families in FY'08 for a total of \$151,493.57. Eviction prevention funds were provided to 152 households. Four hundred twenty-seven families received assistance with utilities and six received burial grants.



Collaboration



EMERGENCY ASSISTANCE
FY 2008



■ Burial ■ Evictions □ Utilities



ADULT, CHILD & FAMILY SERVICES



FISCAL YEAR 2008 ACCOMPLISHMENTS

- Completed safety assessments for 1,590 families in Child Protective Services (CPS) including 4,292 children. One hundred forty-eight children or 3.5 percent required out-of-home placement.
- Thirty-six foster children achieved permanency through adoption services.
- Supported 36 pregnant or parenting high school students to remain enrolled in school; 19 graduated in June, and 11 were promoted to the next grade.
- Completed risk assessments for 308 vulnerable adults in Adult Protective Services.
- More than 600 adults remained safe and independent in the community as a result of adult service programs.
- The agency was reaccredited by the National Council on Accreditation.
- Safe Place maintained full accreditation status from the National Children's Alliance.
- Added in-home services and a father's program to the Family Center.
- Expanded Family Involvement Meetings to review any change in foster care placements and change permanency plans.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. This year's total donations were \$5,218.

CHILD WELFARE INTAKE and CONTINUING CHILD PROTECTIVE SERVICES

The Child Welfare Intake program provides short-term intake services to all families involving children referred to the Department. The specialized services included are:

Child Protective Service Intake (CPS Intake)— Provides assessment services to children who are believed to be abused or neglected by their parents or caretakers with the goal of protection and intervention to improve family functioning.

Services to Families Intake— Services to Families with Children is a solution-focused, case management service dedicated to moving families from state income dependence to work opportunities while simultaneously reducing the risk of harm to the children in these families.

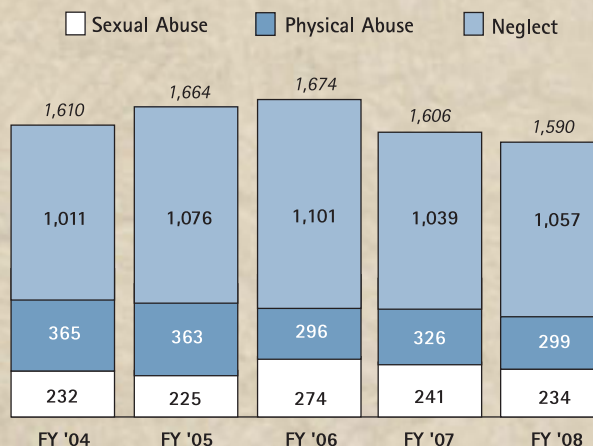
Continuing Child Protective Services— A time-limited, specialized service designed to help families alleviate risk factors to children identified during the initial assessment phase.



TRENDS

- Total number of CPS Intake referrals decreased from FY'07 by 1 percent. Sexual abuse decreased 3 percent, neglect increased 2 percent and physical abuse decreased 9 percent.
- Continuing CPS served 470 children with only 31 children or 7 percent requiring out-of-home placement.
- Continuing CPS served a monthly average of 90 families in FY'08, compared to a monthly average in FY'07 of 102, a decrease of 12 percent. The decrease is contributed to appropriate referrals made to the new program Continuing Services to Families with Children (SFC) rather than Continuing Child Protective Services.

CHILD PROTECTIVE SERVICE INTAKE
FY 2004 thru 2008





COMMUNITY PARTNERS

Building community partners continues to be a priority. In FY'08, as a result of the strong community partnerships already in place, the following progress was made:

- The *Twentieth Annual Child Abuse and Neglect Conference* was held with almost 400 community participants.
- Revised the Multi-Disciplinary Team agreement to increase community partners and ensure the safety and well-being of children.

FOSTER CARE and ADOPTIONS UNIT

The Foster Care program provides short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect or risk of serious harm. Depending on the child's needs, care is provided in an approved foster home, therapeutic foster family home, group home or a residential treatment center. Foster Care staff provides and coordinates a wide-range of services to the child

in care, the child's family and the foster parents to achieve a permanent placement plan for the child.

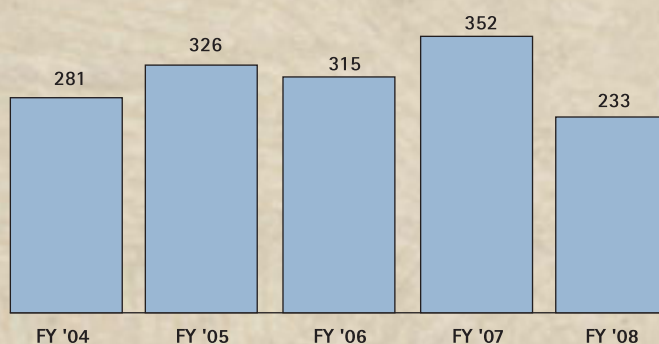
Adoption is one of the permanency options for children in foster care. Children who are under the Department's legal guardianship are placed with families in Washington County, or elsewhere in the state. Adoption staff supports children and families through the adoption process and beyond.

Currently 275 children who were adopted from the foster care system and who reside in Washington County are receiving a monthly-subsidized adoption stipend. In addition, the Department sponsors a monthly adoption support group.

Specialized services are provided to older youth in foster care to prepare them for independent living. The John H. Chafee Independent Living Preparation Program allows the local department to provide independent living preparation and after care services to youth between the ages of 14 to 21 who are in foster care. During FY'08, 127 youth were served in varying degrees of capacity from case management services to transitioning into their own apartments. Six youth graduated from high school, five youth attended college and five youth lived independently in their own apartment. The foster care program implemented a local lifeskills group for older children in foster



TOTAL CHILDREN IN FOSTER CARE
FY 2004 thru 2008



Quality of Service

care to help provide these youth with social skills and valuable information and skills to help them plan for independence and life as productive members of the community after they are no longer in foster care.

Foster Care and Adoptions staff approved 41 new foster/adoptive resource homes in FY'08 for a total of 160 approved homes by the end of the year as compared to 139 in FY'07.

TRENDS

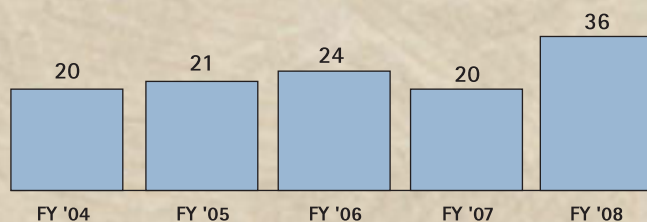
- One hundred forty-eight children entered out-of-home care in FY'08. This number is a 5 percent decrease from the 156 children entering out-of-home care in FY'07. In FY'06 the number of children was 170. The Family Involvement Meeting began in July 2007. This process of bringing all interested individuals together to discuss a family's situation has reduced the number of children entering care. Therefore, the needs of the children and families involved in out-of-home care represent the more challenging situations for staff.
- An average monthly foster care caseload in FY'08 consisted of 273 children. The average monthly caseload in FY'07 was 356. Eight less children entered out-of-home placement in FY'08. However, the needs of the children and the issues that necessitated removal continue

to increase in severity. The median length of stay in foster care for children who entered care during FY'07 was seven months. FY'06 was nine months.

- Of the 238 cases closed, 217 cases or 91 percent had the following positive outcomes:
 - one hundred twenty children returned home,
 - custody or legal guardianship granted to relatives/caretakers of 46 children,
 - thirty-six adoptions were finalized, and
 - fifteen youth lived independently in the community.



FINALIZED ADOPTIONS
FY 2004 thru 2008





THE FAMILY SERVICES UNIT

School Family Liaison Program—In partnership with the Board of Education and County Commissioners, this prevention, early intervention program targets elementary school students who have problems with grades, attendance and/or behavior. The program received 127 referrals resulting in 93 families with 172 children accepting services. Of the targeted children referred to the program, 22 were referred for family support, three for attendance, four for grades, nine for behavior and 89 for a combination. The Liaisons also provided short-term supportive services to 22 students and an additional 20 students participated in groups focusing on social and leadership skills.

The School Family Liaison Program received \$62,790 in support from the Washington County Commissioners.

Family Involvement Meetings (FIMs)—The goals of Family Involvement Meetings are to improve outcomes for children and families through a collaborative approach to service delivery, increased support to child welfare staff and engaging the larger community in child welfare decisions.

After some preliminary work in April, May and June of 2007 the agency implemented FIMs in July. During the past 12 months, 171 meetings were held on behalf of 259 children. As a result of the meetings, 46 percent of the children were maintained in their home. Of the children removed, 51 percent were placed with relatives.

Family Services (SFC)/Temporary Cash Assistance (TCA)—SFC/TCA is a solution-focused, case management service dedicated to moving families from State income dependence to work opportunities while simultaneously reducing the risk of harm to the children in these families.

During FY'08, 120 new families for a total of 290 families and 627 children were served. One hundred parents were employed and 34 parents obtained

employment during the year. The average salary was \$9.71.

Interagency Family Preservation (IFP)—

Beginning FY'08 DHR assumed responsibility and oversight of statewide Interagency Family Preservation programs. During the past year, a work group of representatives from DHR and local departments of social services throughout the State met to develop program guidelines. Although general State guidelines were developed, each county was given the flexibility to implement the program to best meet the needs of the local community.

IFP provides intensive crisis intervention services to families and is available 24 hours a day, 7 days a week. Referrals are received from DSS, Department of Juvenile Services, mental health professionals, the Board of Education and Health Department.

In FY'08, IFP served a total of 89 families. Ten of those families continued service initiated in FY'07.

THE WASHINGTON COUNTY

SAFE PLACE CHILD ADVOCACY CENTER

Safe Place, Washington County's Child Advocacy Center, provides a child-focused, facility-based program committed to reducing the trauma to children who have been physically and sexually abused. Law enforcement, prosecutors, child protective service social workers, mental health and medical professionals collaborate to provide timely investigations and therapeutic interventions. The Center follows a national model for children's advocacy centers.

During the past six years, the Center has grown from a developing program to a full-functioning program including five mandated best practice services including joint investigations, forensic examinations, therapy, victim advocacy and coordinated response. All services are located on-site and the child and family benefit emotionally, physically and mentally through



Human Dignity

this comprehensive coordinated response by multi-agency professionals by working together from the initial investigation through the disposition of the case families benefit by understanding the criminal justice system and child protection systems better. Safe Place is the only agency in the county offering this comprehensive approach to child abuse investigations. The Center is one of a few in the state to offer on-site forensic medical exams, therapy and victim advocacy services to children and their non-offending family members. The Center provides immediate crisis intervention services to families without waiting lists.

Accomplishments

- Friends of Safe Place, Child Advocacy Center, Inc. became a United Way agency, participated in its first United Way Campaign and received funding during the first funding cycle.
- Collaborated with Washington County Technical High Students in the production of a public service announcement for the Center which has been airing on local television stations and morning announcements.
- Collaborated with After Five Video Productions to produce a video highlighting the Center and services provided.
- Served 910 children and family members during 2007, including 323 primary victims and 587 secondary victims. VOCA Therapist saw 53 new children and family members and provided 218 therapy sessions. The Family Advocate provided support services to over 55 non-offending family members and assisted with 169 forensic medical examinations.
- Celebrated six years of providing forensic sex abuse exams on-site. Over 400 children have been served by the Center during those six years. Eighty-two forensic medical exams were performed for primary victims and information services were provided to 87 secondary victims

for a total of 169 forensic exams/medical services in FY'08. Thanks to community collaboration with Antietam Pediatrics and Dr. Ruth Dwyer, for providing medical direction for the Center.

- In 2007-2008 Safe Place, underwent renovations to include an additional 2200 square feet. Renovations included combining two separate suites into one comprehensive suite. Expansion space included: staff space, medical room, interview room, therapist room, conference room, a new lobby and two family rooms have been added to better serve children and their non-offending family members.
- Purchased and implemented IRECORD digital recording equipment to record child interviews at the Center. Purchased evidence grade DVDs with Safe Place logo to record child interviews conducted at the Center.





THE WASHINGTON COUNTY FAMILY CENTER

Provides a variety of services for expectant parents and families with children aged birth to four to enable them to become self-sufficient through personal achievement, education and positive parenting. Services include on-site childcare, Adult Basic Education, General Equivalency Diploma (GED) instruction, External Diploma Program (EDP) high school credit classes, employability services, health services, parenting education and transportation.

During FY'08, the Family Center added two new components – in-home services and a father's program. An in-home interventionist was hired in October and will serve 50 families a year. The father's program—*Dad's Connection*—began in March with the hiring of three new staff. The program will serve 50 fathers each year and is funded through FY'10.

The Family Center, the result of strong community partnerships with up to eight agencies, provides services in one location. Rental space for the Center is funded by the Washington County Commissioners.



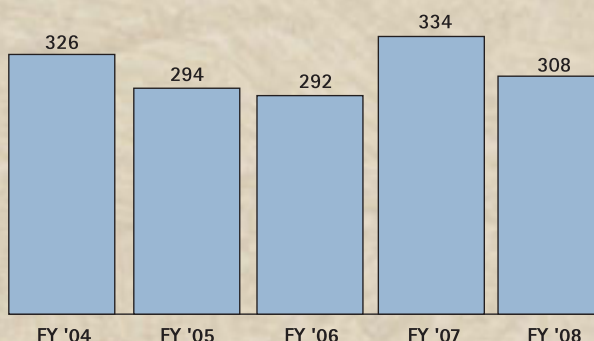
Accomplishments

- Served 138 adults and 85 children.
- Served 64 individuals in the adult education programs; 10 participants received a high school diploma through the External Diploma Program.
- Supported 36 pregnant or parenting high school students to remain enrolled in school; 19 graduated in June, and 11 were promoted to the next grade.
- Supported 47 participants with employment readiness and career assessment and 49 participants participated in health education services.

ADULT SERVICES UNIT

The Adult Services Unit provides a range of case management, foster care, and aide services including personal and respite care and chore services to disabled adults aged 18 and older. All services are designed to assist vulnerable adults to meet their basic needs in the least restrictive settings consistent with their health and safety. Adult services are voluntary with the exception of Adult Protective Services.

**ADULT PROTECTIVE SERVICES
TOTAL INVESTIGATIONS**
FY 2004 thru 2008



Adult Protective Services (APS)—Investigates reports of abuse, neglect, exploitation, or self-neglect of vulnerable adults. APS workers intervene to provide access to needed professional services for persons aged 18 and older who lack the capacity to provide for basic needs such as food, shelter and medical care. Risk factors are identified and service plans developed to prevent further risk of harm to the adults. As a last resort, when adult clients are not capable of making decisions about their basic needs, APS may petition the court to appoint Guardians of the Person.

- Monthly Continuing APS caseload averaged 41, which is a decrease of 17 percent over FY'07.
- APS petitioned Circuit Court for guardians to be appointed for 11 disabled adults who were not capable of making decisions. Guardianships of persons over age 65 are transferred to the Washington County Commission on Aging after the adult's service needs are stabilized.
- Monthly Guardianship caseload averaged 19 during FY'08.

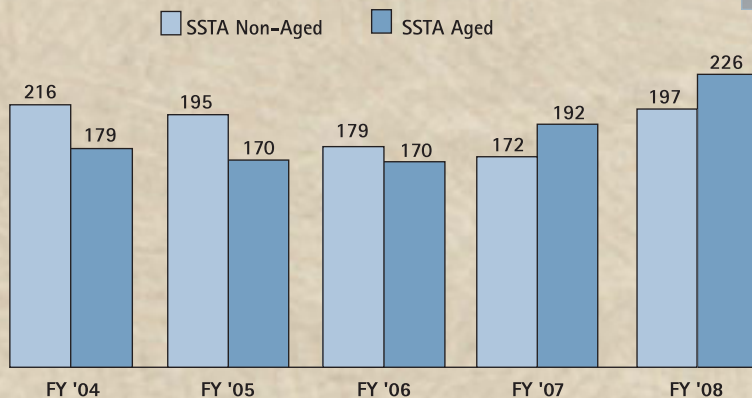
TRENDS and INVESTIGATION OUTCOMES

- Total Adult Protective Services investigations of abuse, neglect, exploitation and self-neglect decreased by 8 percent from FY'07 to FY'08. The total number of investigations was 308.
- New APS investigations averaged 26 monthly. An average of 4 reports per month was screened out of APS investigation during FY'08.
- Of the FY'08 APS reports, 9 percent were allegations of physical or sexual abuse, 25 percent neglect, 16 percent exploitation, and 50 percent self-neglect.

When risks are reduced but services are still needed, the vulnerable adult is referred to the Department's Social Services to Adults or Project Home programs.



**SOCIAL SERVICES TO ADULTS
AVERAGE MONTHLY CASELOAD**
FY 2004 thru 2008





Social Services to Adults (SSTA)—Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults to access financial, medical, social, psychological/psychiatric counseling, housing and other services. Individuals aged 18 and older with incomes of less than 80 percent of state median income and if their liquid assets are less than \$20,000 are eligible.

Accomplishments

- Reduced the SSTA waiting list by improving the screening process.
- Provided ongoing case management services to a total of 536 adults.
- Managed an average monthly caseload of 226 aged adults.
- Managed an average monthly caseload of 197 non-aged adults.
- Assessed for SSTA services an average of 25 new cases each month.

Senior Care Case Management—Funded by the Washington County Commission on Aging, this service assists persons aged 65 or older who are moderately or severely disabled to live as independently as possible. Services are limited to those who earn no more than 60 percent of the State median income and have assets that do not exceed \$11,000 per individual or \$14,000 per couple.

Services include assessment, planning, referral, advocacy, monitoring and evaluation of customer needs. When the customer needs services such as personal care, chore service, medications or day care, the case manager may be able to authorize the purchase of the necessary service with a special state discretionary budget referred to as gap-filling funds.

Accomplishments

- Provided case management services to 157 older adults, with a monthly average caseload of 110.
- Gap-filling direct services budget was \$193,928, which was a decrease in funding from the previous year of \$6,315.

Adult Foster Care—Assists aged or disabled adults who are unable to live alone but do not require nursing home or hospital care. The program provides a moderately supervised assisted living situation with the support and security of a family setting. Most of these adults have physical health problems that cause them to need assistance with some daily activities. Adult Foster Care providers furnish a safe and comfortable home with proper nutrition, transportation assistance, laundry, health care and overall supervision. This program would not exist without the support of the Washington County Commissioners, as county funds support aged and disabled adults foster care placements.

The project continues to recruit, assess, certify and train providers. There is a need for more specialized adult foster care homes.



Accomplishments and Trends

- Washington County funded \$47,268 for the Foster Care for Adults Program that helped 42 individuals meet the total cost of their care.
- Provided an average supplemental monthly payment of \$328.
- Assisted an average of 12 individuals per month with county funds.
- Currently, 21 homes are certified and care is provided to 63 adults.

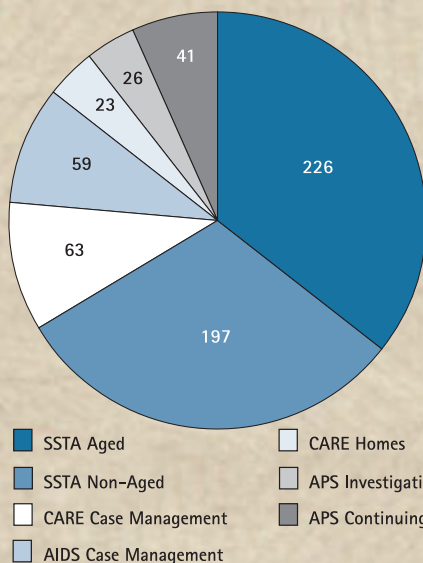
CERTIFIED ADULT RESIDENTIAL ENVIRONMENT (CARE)

Project Home Case Management—Commonly known as Project Home, CARE provides supervised housing where elderly and disabled adults receive room, board, personal care and assistance with other daily activities. The goal is to de-institutionalize or prevent hospitalization of chronically mentally ill and other disabled adults, including persons with Acquired Immune Deficiency Syndrome (AIDS).

Accomplishments and Trends

- A \$45,839 one-year grant from Housing and Urban Development (HUD) funded a case manager to assist homeless disabled adults to obtain placements in CARE Homes. A renewal of the grant will begin September 2008.
- Through a partnership with the Mental Health Authority 12 adults per month who needed more intensive foster care services received supplemental funding and case management.
- Project Home received 36 referrals for assisted living placements and placed 14 disabled adults

ADULT SERVICES AVERAGE MONTHLY CASELOAD
FY 2008



into CARE homes. The referrals came from the following sources: nine from Washington County Hospital, eight from Adult Protective Services, four from Service Coordination, six from SSTA and nine from other community sources.

CARE Housing—Recruits, certifies and trains persons to provide supportive shelter and home-like environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer's disease or AIDS. A CARE home provides a protective living environment for the disabled adults who cannot live alone primarily due to mental or physical health problems. CARE providers must have the capacity to assist such adults, be financially stable and pass criminal background investigations. The home must meet state CARE, fire and health regulations.

Accomplishments and Trends

- The number of CARE homes averaged 23 per month in FY'08.
- The need for more specialized CARE homes continues to increase as elderly and disabled adults seek this type of assisted living arrangement.



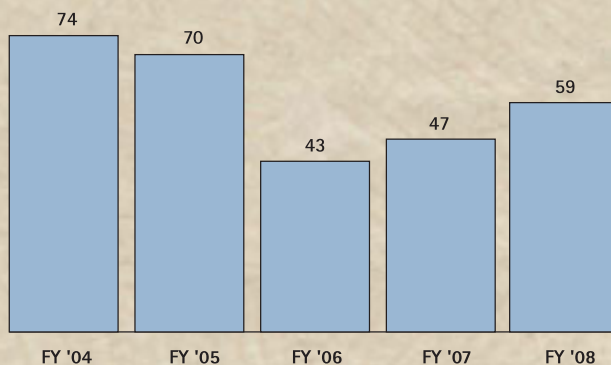
HIV/AIDS SERVICES

The goal of this service is to assist individuals who have AIDS and/or are HIV positive, along with their families and/or significant others to live as independently as possible. Case management, education and supportive services are provided, along with linking customers to appropriate community resources and financial supports to meet their needs. HIV/AIDS awareness seminars are presented to community groups and professionals.

Accomplishments

- Served 78 persons with HIV/AIDS and their families.
- Managed an average monthly caseload of 59 persons, a 25 percent increase from the FY'07 average.
- Utilized \$3,464 in community donated funds to assist persons with HIV/AIDS who had special needs.
- Utilized \$6,300 in *Project Home AIDS Emergency Voucher Funds* to assist persons with HIV/AIDS in crisis.

**HIV/AIDS CASE MANAGEMENT
AVERAGE MONTHLY CASELOAD**
FY 2004 thru 2008



IN-HOME AIDE SERVICES (IHAS)

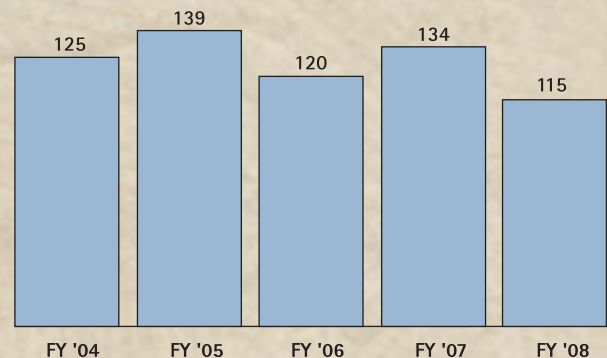
Adult Service In-Home Aides assist disabled adults with personal care, household chores and transportation to needed services. Therapeutic services are aimed toward allowing persons to live in their own homes and to provide respite services to family members who are the primary caregivers.

Accomplishments

- Served 202 disabled aged and non-aged adults.
- Served 105 disabled, adults aged 65 and older.
- Served 97 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 115 disabled adults.
- IHAS Purchase of Service providers served 58 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 42 disabled adults, a 5 percent increase from FY'07.



**IN-HOME AIDE SERVICES
AVERAGE MONTHLY CASELOAD**
FY 2004 thru 2008



CHILD SUPPORT

FISCAL YEAR 2008 ACCOMPLISHMENTS



- The paternity goal of 90 percent was exceeded in FY'08, with paternity being established for 100 percent of the children born out of wedlock in the caseload.
- Held quarterly meetings to brief all agencies and individuals involved in the IV-D program on issues, concerns and customer needs.
- Washington County Child Support Enforcement Division is currently in the third year of a three-year cycle as a demonstration pilot as mandated by the Maryland Legislature. All Maryland counties are now a part of this project.
- An Early Intervention Program was implemented to introduce proactive case management to ensure more reliable payments of child support. The purpose of the program is to generate a stronger culture of compliance among non-custodial parents during the initial weeks of the order establishment process. During FY'08, 16 percent of the non-custodial parents paid the first monthly support amount that was due. Fifty-four percent made partial payments.
- Washington County implemented a joint project with the State's Attorney's Office to identify and refer the most egregious child support cases for criminal non-support prosecution. One hundred forty-four cases of non-payment have resulted in collections exceeding \$100,000.
- The Non-Custodial Parent Employment Program (NPEP) commenced April 1, 2006. An initiative of the Maryland Department of Human Resources, this program is a collaborative effort of several internal administrations, local departments of social services and the University of Maryland School of Social Work. This program provides employment services and job readiness activities to non-custodial parents. Two hundred five non-custodial parents were referred to the program; 42 have successfully become employed through the agency or personal efforts. Washington County has collected payments in excess of \$357,000 since the program began.
- Child Support reclassified nine employees in State merit positions. The reclassifications allow more diversification in assigning duties and functions to accomplish our goals and objectives.



LOCATION SERVICES

Location of the non-custodial parent is imperative to continue the process of getting children the support they deserve. In order to place the non-custodial parent under an enforceable child support order, staff must be able to serve that parent with a notice from the court that his/her children are in need of financial support. The location unit has an array of automated tools provided by the state and federal government to locate the non-custodial parent, their sources of income and assets. Eighty-eight percent of the caseload is under court order to pay child support.

ESTABLISHING PATERNITY

Paternity establishment continues to be a priority. When a legal father is established, the child is assured some basic rights such as social security benefits under the father's award, inheritance rights and knowledge of medical history of the extended family. The alleged non-custodial parent has the right to a DNA test, an attorney and

a court hearing if paternity is contested. The paternity goal of 90 percent was exceeded in FY'08, with paternity being established for 100 percent of the children born out of wedlock in the caseload.

ESTABLISHING SUPPORT ORDERS

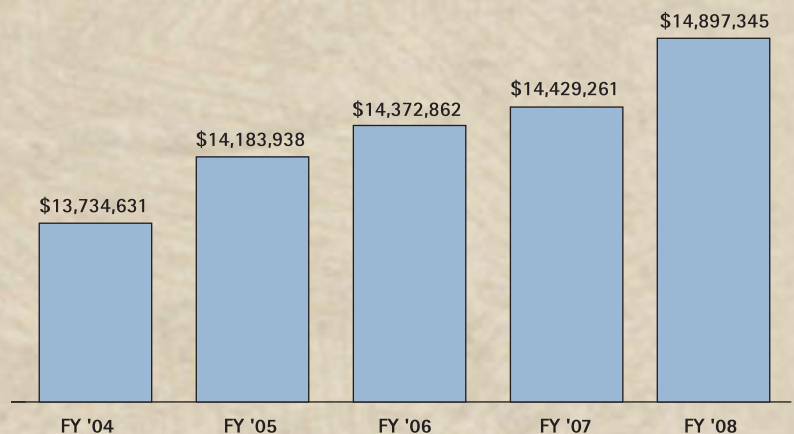
Along with the paternity, an enforceable court order for child support must also be established. The goal for establishing court orders was 80 percent. Washington County posted 87.5 percent for this category. Currently, 5,119 cases are under court order to pay child support through this office.

ENFORCEMENT AND MODIFICATION

Automatic wage withholding is one of the most useful enforcement tools. Driver license suspension, tax refund intercept, new hires reporting, business, occupational and professional license suspension, passport denial, and garnishment of bank accounts are also useful enforcement tools that contribute to the successful collection rate. When other remedies fail, the Child Support Specialist will file contempt of court against the non-custodial parents.



CHILD SUPPORT TOTAL COLLECTIONS
FY 2004 thru 2008



Self-reliance



CUSTOMER SERVICE

Washington County Child Support Office has redirected its telephone calls to a customer service Contact Center. The Contact Center's main function is to provide local child support offices with telephone services, staff to answer initial calls, alleviating the daily schedules of the local workers and providing them appropriate time to work caseloads. Contact Center operators continue to successfully field more than 80 percent of all calls received without the need for local office involvement. Customers with needs that cannot be handled by the Contact Center operator are advised that the local office will be alerted to their need and will respond to them promptly.



With the continued cooperation of our community partners, the Washington County Sheriff's Department, the courts and the legal community, Child Support will continue to lead the state in supporting children and offering customers the best services possible.

ADMINISTRATION

FISCAL YEAR 2008 ACCOMPLISHMENTS



- A new phone system was installed for the Family Support Center.
- Video/audio equipment was installed in the Multi-Purpose Room.
- The internal web page was updated with a new and more user-friendly information format.
- The IT unit offered software training classes for Leadership Development participants to improve their skills.
- WCDSS was part of a successful pilot program for Western Region to implement a Domain structure using Microsoft.
- Three Microsoft Servers were installed at WCDSS and one Microsoft Server was installed at the Safe Place.
- The IT unit provided refresher telephone training for all staff to improve customer service.
- Updated agency paging system with 54 speakers and provided volume control in conference rooms.
- Personnel staff attended three recruitment job fairs at local universities and the Washington County Job Center.
- Personnel office offered a Wellness Fair to all staff during benefit open enrollment.
- Finance staff implemented an online invoice tracking system to provide prompt payments to agency vendors.
- Finance staff were cross-trained to increase efficiency of accounts payable and budgetary operations.
- Finance staff implemented zero based budgeting for FY'10.
- Finance staff implemented expense tracking database.
- Finance staff implemented federal funding reimbursements program to obtain match on county budget.

PERSONNEL UNIT

The Personnel Unit, staffed with two individuals, a personnel officer and a personnel specialist trainee, provides services to a staff of 235 employees. These services include recruitment, employer/employee relations, grievance resolution, disciplinary actions, payroll, leave accounting maintenance and benefit administration.

The Personnel Unit conducted 24 recruitments during FY'08. The personnel office conducted quarterly employee orientations and provided one-on-one sessions to assist new employees transition to state employment.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the department. The employee database and leave accounting system quickly and efficiently provides data and reports required by the director, staff, and the Maryland Department of Human Resources. Employees' leave balances and sick leave occurrences are now available to them and to their supervisors online. The WCDSS Employee Handbook is available online to all employees with links to various internet sites for forms and additional information. Both resources have provided savings in time and resources to the agency while providing faster and more up to date information to employees, supervisors and managers. The WCDSS Intranet site continues to be an important link for the Personnel Unit with WCDSS employees as it functions as a source for forms, announcements and newsletters.

FINANCE UNIT

The Finance Unit provides professional accounting management of fiscal operations safeguarding assets and assuring the accountability of funds. Finance staff use the automated statewide *Financial*

Management Information System (FMIS) to track and report the agency procurements, budget requests expenditures relative to appropriations and to prepare and produce month-end financial reports. The Finance Unit also utilizes the Department of Human Resources' *Automated Fiscal System* (AFS) software to manage agency accounts payable, accounts receivable, payments



to clients and service providers as well as produce month-end financial reports. The Finance Unit focuses on accounting objectives and policies, operating procedures, system controls, timely and accurate reporting of financial and statistical data to all levels of government.

The Finance Unit ensures compliance of fiscal and procurement operations as prescribed in the regulations of State COMAR, the General



Accounting Division manual, the Department of Human Resources' Fiscal Manual, Circular OMB A-87 for grant guidance and other related agency, departmental, local and state government mandated policies and procedures.

ADMINISTRATIVE SUPPORT and PROCUREMENT UNIT

These two units provide internal and external mail services, purchase and issue office supplies for the agency and maintain the agency's fleet. Maintaining the agency's fleet involves following the maintenance standards established by the Department of General Services, procuring driver and vehicle gas cards, completing or reviewing and submitting accident reports to the control office. Private vehicle mileage is also tracked.

INFORMATION TECHNOLOGY UNIT (ITU)

The ITU provides IT support for the entire agency. It is staffed by three full-time employees. IT staff configure and maintain 330 computers, 46 networked printers, 196 printers, and 5 servers. General software and hardware service and training is provided to all users. In addition, the unit provides training for special projects and supports statewide system connectivity for 235 people on the Local Area Network (LAN).

The ITU also monitors all telecommunications. This includes configuring and maintaining the PBX and voice mail system, setting up 214 single-line telephones, 89 DTerm telephones, 5 cyracom telephones, 73 cell phones, and user support.





WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES
TOTAL FUNDS EXPENDED, COLLECTED AND DISBURSED
Fiscal Year 2008

		SOURCE OF FUNDS				TOTALS			
		Federal	State	County	Private	FY'08	FY'07	Percent Change	
	<u>Funds Expended (Net)</u>								
	Total Grants & Client Benefits	17,878,915	9,980,587	304,630	249,000	28,413,132	25,304,373	12.3%	
	Personnel Costs	4,127,925	7,564,097			11,692,022	11,304,285	3.4%	
	Administrative Costs	1,250,408	679,812			1,930,220	1,940,520	-0.5%	
	Total Funds Expended	23,257,248	18,224,496	304,630	249,000	42,035,374	38,549,178	9.0%	
	<u>Funds Collected & Distributed</u>								
	Child Support				14,897,345	14,897,345	14,429,261	3.2%	
	Other	277,959			631,991	909,950	862,502	5.5%	
	Total Funds Collected & Distributed	277,959	0	0	15,529,336	15,807,295	15,291,763	3.4%	
	Total Funds Expended, Collected & Distributed	23,535,207	18,224,496	304,630	15,778,336	57,842,669	53,840,941	7.4%	

CONTINUOUS QUALITY IMPROVEMENT (CQI)

FISCAL YEAR 2008 ACCOMPLISHMENTS



- The agency was reaccredited by the National Council on Accreditation.
- Through the leadership of the Quality Council, CQI continues to be the agency's primary approach to improved customer service and work environment.
- Child Protective Services and Health Department Addiction staff continue to refine the process to ensure the best delivery of service for families where there is a chronic addiction problem in the home.
- To promote community relations, the Communications Management Team initiated a Newsletter called "Partners in Press" which is distributed to all stakeholders.
- The agency's first Leadership Development Program began September 2007 and had nine participants that graduated in May 2008. This initiative addresses our objective to improve succession management.
- Provided "Safety Awareness Training" to all staff through the Washington County Sheriff's Department.
- Had two staff certified in CPR and Automated External Defibrillator (AED) procedures who trained 45 co-workers.
- Communications Management Team developed and implemented Community Partners and Stakeholders online resource guide for employees.
- *Maryland Charities Campaign* collected \$14,685.25 from employee donations and in-house events.
- A local Toastmasters chapter was initiated to groom future leaders and promote succession management.
- Employees First Committee sponsored 12 employee morale building events and addressed six issues of employee concerns.
- Family Investment staff utilized the CQI process to identify key areas to improve the quality of service for Family Investment's Strategic Plan.
- Family Investment staff worked closely with the Adult, Child and Family Services Division by providing input at Family Involvement Meetings and correcting discrepancies between the CHESSIE and CARES computer systems.

Problem-solving



- Family Investment staff reached out to the community by providing informational training on Family Investment programs at the prison, Washington County Hospital (Robinwood), and the Elder Services Provider Council.
- Intra- and inter-agency communication and coordination was raised by way of weekly Child Support Staff meetings and quarterly meetings.
- Community awareness of Child Support services was raised through thank you notes mailed to child support customers to recognize a Parent's Day Celebration.
- The Communications Management Team was successful in getting 25 positive WCDSS articles in the local media and in DHR publications.

3.1 Administration

Report fiscal resources by required dates

All employees to receive an end cycle PEP evaluation based on their EOD
Info systems available after hiring, implementation or notification of upgrades

3.1 ACFS/Adult Services

% of adult abuse cases with no recurrence in six months

0% elderly & disabled continuing to live at max independence level in community

[illegible]

0 1 A O F C / O I : I I W / I C

ACFS/Child Welfare

% children exiting foster/kinship care through reunification within 12 m

% children exiting foster/kinship care through adoption within 24 mos.

GOAL 4-PUBLIC RELATIONS

4.1 Establish/maintain a policy/system that will ensure all customer calls are returned within 24 hours by 6/08.

4.2 Increase & maintain grant/special project money; explore alternative and creative funding by 6/08.

Child Support

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Family Investment

Adult, Child, Family Services

4.3 Provide community with info in a clear & timely manner to increase awareness of services & provide info on new programs/changes by 6/08.

4.4 Develop various media resources to disseminate current info by 6/08.

4.5 Publish agency accomplishments annually & make available on internet & intranet.

AC Design/Build to construct state-of-the-art facilities

4.6 review/update agency strategic plan annually.

4.7 Create a presentation to highlight agency accomplishments annually

4.8 Recognize at least two partners annually that sup

Participate in a

Administration

11

Child Support

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Develop a plan for caseload

Adult, Child, Family Services

5.3 Review/update agency processes to eliminate duplication & unnecessary

actions to circa 2011.10

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5.4 Ensure that refugee population needs are met by 6/08.

Increase the ef

Child Support

5.6 Identify/apply for new revenue sources to improve/increase services by

5.8 Develop and implement multi-divisional teams to share info & develop effective services to underserved populations by 6/11.

interventions t



**ECONOMIC IMPACT OF THE
WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES**
Fiscal Year 2008

Direct Payments to Clients

Public Assistance	\$	12,558,678	
Food Stamps	\$	13,373,463	
Emergency Grants	\$	151,187	
Subtotal			\$ 26,083,328

Child Support Collections and Distributions **\$ 14,897,345**

Agency Salaries and Administration **\$ 13,622,242**

Former Customers Employed **\$ 1,041,830**

Grant Funds Obtained by Agency Staff

Friends of Family, Judy Center, LMB, BOE, HUD	\$	426,291	
Child Advocacy Center (VOCA, LMB)	\$	202,257	
Subtotal			\$ 628,548

Welfare Reform **\$ 743,322**

County Budget **\$ 348,512**

GRAND TOTAL **\$57,365,127**



APPENDICES



COMMISSIONERS & BOARD MEMBERS

WASHINGTON COUNTY COMMISSIONERS

John F. Barr, *President*

Terry L. Baker, *Vice-President*

James F. Kercheval

William J. Wivell

Kristin B. Aleshire

WCDSS BOARD MEMBERS

Ellen Robertson Hayes, *Chair*

Roland F. Smith, *Vice Chair*

David T. Yohman, *Secretary*

James I. Blanks

Dolores Harmon

John Miller

Spence Perry

David Pool



EX OFFICIO MEMBER

William J. Wivell, *County Commissioner*

WASHINGTON COUNTY LEGISLATIVE DELEGATION

STATE SENATORS

Donald F. Munson

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Phone: 410-841-3240, 301-858-3240

Andrew A. Serafini

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Williamsport, MD 21795
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Lowe House Office Bldg., Room 321
6 Bladen Street
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Phone: 410-841-3447

Christopher B. Shank

Local Office:

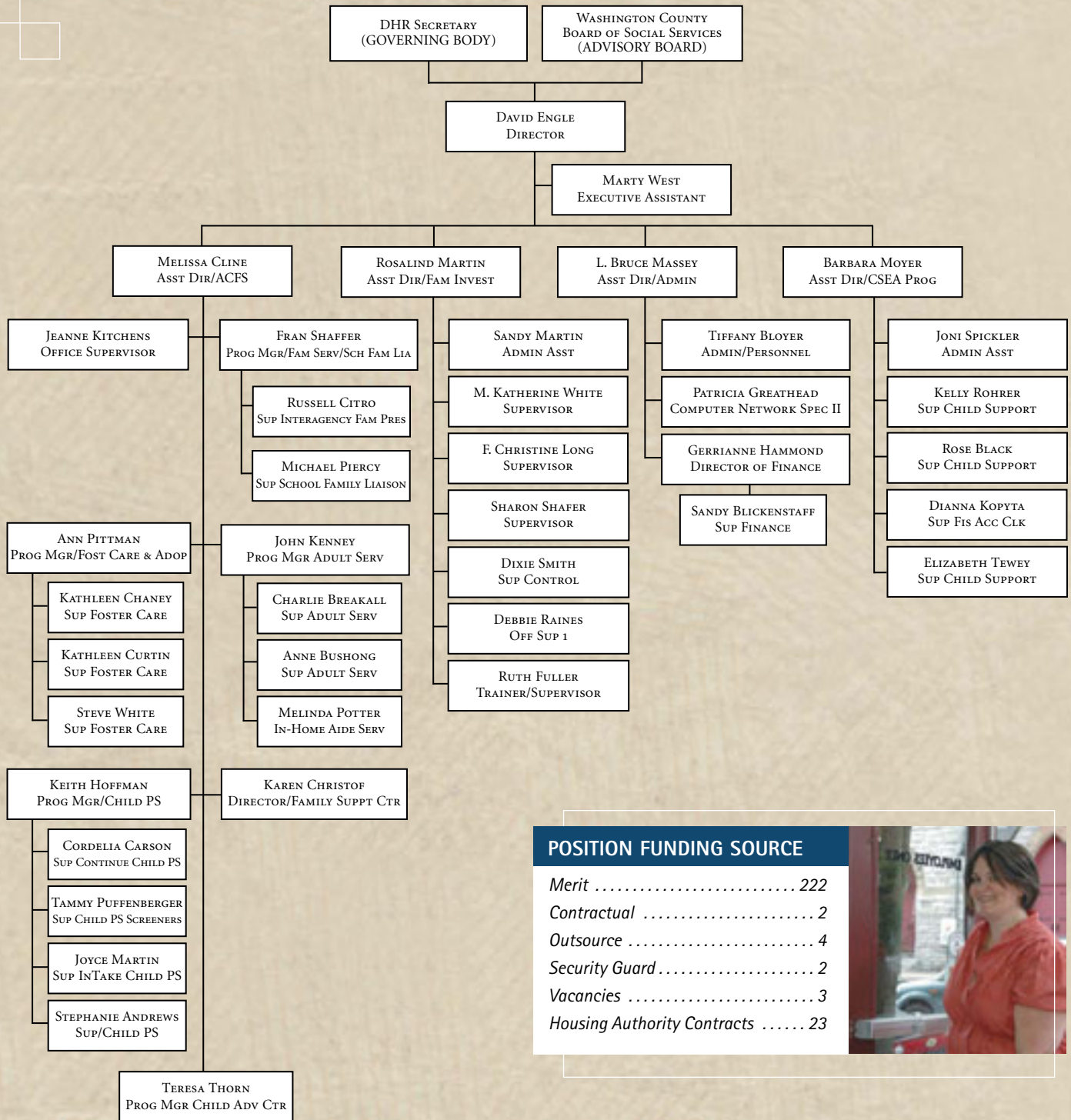
21 North Main Street
Boonsboro, MD 21713-2014
Phone: 301-432-6200

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6 Bladen Street
Annapolis, MD 21401-1991
Phone: 410-841-3636

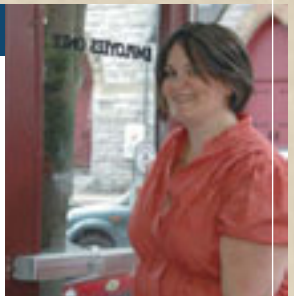


WCDSS ADMINISTRATIVE STAFF



POSITION FUNDING SOURCE

Merit	222
Contractual	2
Outsource	4
Security Guard	2
Vacancies	3
Housing Authority Contracts	23



WCDSS STAFF ROSTER



David Engle, Director
Marty West,
Executive Assistant

ADMINISTRATION

Bruce Massey,
Assistant Director

Tammy Hammond,
Administrative
Assistant

Personnel
Tiffany Bloyer,
Personnel Officer

Cheryl Wigfield,
Personnel Specialist

Security
James Wright
Jim Elliott

Finance Office
Gerrianne Hammond
Sandy Blickenstaff
Dawn Testa
Kristin McEnroe
Barry Shoemaker
Joycene Ray

Computer Specialists
Tricia Greathead
Ronnie Bolyard
Matthew Schindler

CHILD SUPPORT

Barbara Moyer,
Assistant Director

Joni Spickler,
Administrative
Assistant

Enforcement 1
Kelly Rohrer
Pat Tagg
Sharall Turner
Mike Brown
Gail Johnston
Pam Brown
Becky Dick
Kelley Barron

Enforcement 2
Rose Black
Pat Johnson
Debbie Mills
Roni Shaffer
Sherry Norman
Marilyn Eavey
Jill Meyers

Enforcement 3
Liz Tewey
Khya Funk
Laurie Taylor
Cindy Hauver
Marcia Williams
Nicole Prentice
Stephanie Kendall

Customer Service/Fiscal
Dianna Kopyta
Rochelle Cannon
Ginger Griffith
Denise Hall
Diane Eves

FAMILY INVESTMENT

Rosalind Martin,
Assistant Director

Sandy Martin,
Administrative
Assistant

Reg. WP Specialist
Ellie Murto

Ruth Fuller
Ginny Albert
Tiffany Bell
Debbie Neal

FI Unit
F. Christine Long
Lynda Matheny
Kathie Duffey
Jennifer Canby
Pam Shank
Lisa DeLee
Melody McClure
Sue Fisher
Sarah Zwarton
Kathy Jordan

FI Unit
M. Katherine White
Karen Coss
Marie Savko
Jennifer Brown
Cathy Heagy
Jacklyn Betke
Sara Brannen
Tricia Strite
Mary Taylor
Lisa Musser
Julie Lewis

FI Unit/Job Center
Sharon Shafer
Dan Moreland
Missy Hose
Kathy Brashears
Faye Stauch
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Leo Brassard
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Shelly Moats

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Sherry Moats
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Susie Keckler
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Joseph Cass
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Becky Hoffman
Terry McSwain
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Kimberly Smith
Brittany Tesla
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Pat Beachley
Beth Hawbaker
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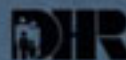


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*Washington County Department of Social Services is a field office
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